



WSO Operational Standards Feedback Mechanisms Guidance

OVERVIEW

The WorkSource Oregon (WSO) Operational Standards require that all centers develop feedback mechanisms as described in the services sections to ensure that services are driven by, and are meeting business needs. Feedback mechanisms are also required to ensure that internal communication allows teams to operate on the same information and strive toward the same local expectations. The Standards required that feedback mechanisms be documented and locally tracked to ensure effectiveness of service provision.

As a result of the WSO Operational Standards center self-readiness assessments that were conducted in early 2015, results showed that none of the centers reported readiness in the area of established feedback mechanisms as they are required in the Standards. As a result of several technical assistance requests, a group of 26 WSO staff from across the state came together to discuss feedback mechanisms and make recommendations regarding their development. The results of those discussions are outlined in this document.

Several places in the WSO Operational Standards state the requirements for feedback mechanisms. Mechanisms are required between centers and employers, between centers and job seekers, and internally among center staff and service teams. Excerpts from the Standards regarding feedback mechanisms are provided below for reference. Guidance, as developed by the team, is provided separately for the three categories of feedback mechanisms.

STANDARDS REQUIREMENTS

Placement Assistance (Page 12)

Placement activities must include a feedback mechanism between WSO and employers. Employer feedback will be solicited to validate/concur with the readiness/quality of referrals. That feedback will be shared with career development staff to improve the supply and quality of available candidates. LLTs will develop feedback mechanisms, monitor outcomes, and make adjustments to local career and training services based on feedback received.

Training Services (Page 13)

Mechanisms must be in place to monitor the quality and effectiveness of training services both from outcome data and business/customer feedback. The feedback loop established for local areas should be comprehensive processes where: training services communicate the available talent to placement services, placement services seek businesses input regarding the quality of candidates and local training needs, placement services market qualified candidates to targeted business customers and placement and business services inform training content based on the input received from employers. Local Boards will serve as a primary source of business intelligence to inform center priorities and investment strategies around training services.

Work-Based Learning (Page 14)

In accordance with standards described under Career Services above, feedback mechanisms between Training Services and placement functions must be in place to ensure that the training being provided is meeting the needs of business.



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Recruitment Services (Page 15)

Placement and recruitment activities must include a feedback mechanism between the WSO and employers. Employer feedback will be solicited to validate/concur with the readiness/quality of referrals. LLTs will develop feedback mechanisms, monitor outcomes, and make adjustments to local career and training services based on feedback received. Feedback will be shared with the Local Board to ensure continuous quality improvement.

Incumbent Worker Training (Page 15)

The WSO will utilize information gathered from business feedback to inform the need for incumbent worker training and will market available opportunities, as appropriate.

EMPLOYER FEEDBACK MECHANISMS

General Components

- Employer feedback mechanisms should provide timely feedback directly to center staff, and must go to the right place within the center.
- Feedback mechanisms are not limited to “surveys.”
- Mechanisms could be designed around a series of rotational questions so that employers don’t get approached with the same questions each time they are engaged to provide feedback.
- Timelines for employer feedback should be concurrent with data analysis timelines.
- Mechanisms to gather information from employers should be conversations with people.
- Mechanisms should include efforts to ensure the right person at a company is being queried—the person who does the hiring and/or did the hiring for a specific recruitment.
- Feedback mechanisms should include the right questions at the beginning in order to inform how to improve center service delivery.
- Questions should get to the root cause in order to determine if WSO and/or employer support is needed.
- Staff responsible for engaging employers for feedback should be provided training on how to drill down in conversations and get to the specifics.
- Feedback mechanism should be built around the questions employers want to be asked—what employers want us to know. Focus groups or surveys can be used to gather information.
- **Best Practice Identified—Integrated Business Teams:** Teams made up of representatives of all WSO/workforce system programs engaging employers to share information about employer feedback and needs. They reduce employer fatigue and maximize employer contacts.

Potential Employer Questions

- Did candidates meet minimum requirements for the job?
- Were the jobseekers ready?
- Did training meet needs?
- Do you notice a skill gap?
- Was the application process followed?
- How was the service from account representative?
- Are you in need of incumbent worker training?
- Why did you hire who you hired (i.e. best fit, most qualified, needed someone right away)?



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JOBSEEKER FEEDBACK MECHANISMS

General Components

- Jobseeker feedback mechanisms should provide timely feedback directly to center staff, and must go to the right place within the center.
- Centers can use focus groups and secret shopper models to solicit feedback in addition to electronic surveys.
- Centers should find significant points of engagement and get ongoing feedback throughout a customer's engagements/progress
- Centers could get feedback at a secondary service (i.e. sign up for workshop, miss a workshop, get a referral, etc.)
- Mechanisms should use kiosks and technology to make it easy for jobseekers to provide feedback.
- Feedback questions should align with the Standards so that responses provide a gauge for how well the Standards are being implemented.
- Feedback should be solicited from dissatisfied customers as well as satisfied customers.
- Being able to drill down on feedback is important
- Feedback should be solicited from job fairs/community events.
- Feedback questions should be asked from an advocacy point of view

Potential Jobseeker Questions

- Did you get a job?
- What is the wage?
- Were your needs met?
- Why did you come to WSO?
- Did you have to come to WSO? (If there is an increase in volunteer customers, that's a good sign.)
- What were the most valuable services?
- What services would you like that we don't have?
- Access questions—how are customers connecting to WSO?
- Do customers understand why they're doing what they are asked to do?
- Why aren't populations served by partners coming to WSO (reentry, MSFW, DHS, VR)
- Do you feel you were handed off a lot?

INTERNAL FEEDBACK MECHANISMS

General Components

- Internal feedback mechanisms should break down silos among teams and partner agencies.
- Staff should be given information in different formats multiple times.
- Centers can utilize feedback from workshop facilitators based on workshop surveys to inform ongoing workshop content updates.
- Workshop comments from customers can be shared more broadly to inform other services.
- Centers can identify team captains to share information.
- Staff should be allowed to experience the system as a customer in order to better understand how to improve service delivery.
- Centers can create a most wanted list/hot list to share among internal teams and regional centers.
- Feedback should be shared with REA teams.



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- Business services staff need to engage with exploratory services staff, not just career and training services staff.
- Sharing should occur among centers within a local area and within labor sheds.
- Centers can hold regional conference calls.
- Feedback from center leaders needs to get to all staff.
- Build communication mechanisms among service teams
- **Best Practice Identified—Daily All-Staff Meetings:** All center staff convene or a touch-base/stand-up with meaningful and detailed sharing on a daily basis. Notes from that meeting are documented and shared with absent staff, partners and local board staff. Topics of meetings include specific recruitment opportunities, closing loops, sharing successes, handoffs of training completers to placement staff, key jobseekers, etc.
- Centers should utilize integrated teams (LLTs and others).

EVALUATION, MONITORING AND DOCUMENTING FEEDBACK

In addition to developing feedback mechanisms, local areas and centers will need to develop methods of evaluation, monitoring and documentation. Some suggestions include:

- Identify someone to analyze feedback.
- Ensuring actions are taken if expectations are not being met.
- Document feedback findings and changes made to improve, then evaluate if changes are working.
- Use feedback to measure positive or negative change.
- Maintain enough flexibility in systems to adjust.
- Strengthen what works well.
- Continue to gather information that is positive for staff.
- Develop archival abilities to see trends and best practices.
- Develop the ability to summarize archival feedback in meaningful way.
- Develop feedback in different formats and established methods to track all formats.
- Develop the right goals and measures so feedback can inform progress.
- Ensure that what gets measured gets done.
- Develop a culture of continuous improvement
- Foster an environment focused on what can be done, not on what cannot be done.
- Develop mechanisms for staff to provide suggestions.
- LLTs need to disseminate information and make sure information is simple and digestible (avoid acronyms)

LOCAL BOARD ENGAGEMENT

In addition to feedback mechanisms, centers need to engage with local workforce boards (LWBs) on an ongoing basis. Some topics for ongoing engagement could include:

- Develop mechanisms among LWBs and WSOs for more robust information sharing (both directions)
- Assign liaisons to provide timely feedback and information regarding employer needs
- LWBs to help analyze and send information